



A PROPOSAL FOR THE DISBURSEMENT OF ENHANCEMENT FUNDS FOR MARYLAND'S FOUR PUBLIC HISTORICALLY BLACK INSTITUTIONS

Prepared By:

Maryland Higher Education Commission
Division of Finance Policy

As Requested by the
Report of the Chairmen of the
Senate Budget and Taxation Committee
And
House Appropriations Committee

2004 Session of
The Maryland General Assembly
Page 167

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August 2004

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INTRODUCTION

The 2004 Joint Chairmen's report requires the Maryland Higher Education Commission to submit a report that outlines how Maryland's four public historically black institutions will spend \$6.0 million in enhancement funds. The language of the Committee Narrative is as follows:

...Provided that the \$6,000,000 in general funds designated to enhance the State's four historically black institutions may not be expended until the Maryland Higher Education Commission submits a report to the budget committees outlining how the funds will be spent. The budget committees shall have 45 days to review and comment on the report.

This report addresses the committees' concerns by identifying how Maryland's four public historically black institutions plan to spend funds designated for enhancement.

BACKGROUND

In December 2000, the State of Maryland entered into a partnership agreement with the United States Department of Education, Office for Civil Rights (OCR) to eliminate any remaining vestiges of segregation in Maryland's public colleges and universities. This agreement makes specific commitments to enhance the State's four historically black institutions (HBIs): Bowie State University, Coppin State University, the University of Maryland Eastern Shore, and Morgan State University. This agreement establishes a set of priorities designed to enhance the State's HBIs. These priorities include: enhancing admissions management, student financial aid administration, and institutional development programs; ensuring that funding is consistent with the mix and degree level of academic programs; ensuring that funding supports the development of research infrastructure and enhances students' quality of campus life; improving the physical characteristics of the campus environments; improving the quality and adequacy of facilities necessary to support the missions and programs of the institutions; and improving the infrastructure, appearance and security of the HBIs.

As part of this agreement, the State established the Historically Black Institutions Enhancement Fund. This initiative included a cumulative authorization of \$75 million in Academic Revenue Bonds (ARBs) over a five-year period (between fiscal 2003 and fiscal 2007) to fund capital facility projects and improvements at the HBIs. Over a twenty-year period, the State has committed to pay the debt service on these bonds until the debt is retired. In 2004, the Maryland General Assembly replaced the academic revenue bonds with General Obligation (GO) bonds so that the University System of Maryland could fund future projects for the historically black institutions with GO bonds. This conversion means less general funds needed to pay the debt service and more funds available for enhancements.

For fiscal 2005, the Maryland General Assembly approved a total of \$6.0 million in enhancement funds for Maryland's HBIs with the intent that Maryland Higher Education Commission would allocate these funds to all four public HBIs. For fiscal 2005, funds are available for debt service for HBI capital projects funded by ARBs and one-time operating expenditures.

The fiscal 2005 budget bill restricts the expenditure of these funds until the Maryland Higher Education Commission submits a report to the budget committees detailing how these funds will be spent. To assist the Commission in allocating these funds and providing the required report to the budget committees, each HBI submitted enhancement proposals to the Commission (see Appendix A).

PROPOSAL

After a thorough review of each enhancement request, the Commission believes that this funding proposal represents a fair and equitable distribution of funds to address the needs of each institution.

The Commission will allocate \$373,259 of the enhancement funds for debt service payments associated with academic revenue bonds for Coppin State University (\$3,089), University of Maryland Eastern Shore (\$25,889), and Morgan State University (\$344,281). These funds will satisfy the debt service on academic revenue bonds previously issued in fiscal 2003 and fiscal 2004 for the following capital projects:

- Morgan State University: Boiler Plant Project
- Coppin State University: Health and Human Services Building
- University of Maryland Eastern Shore: Utilities Upgrade and Site Improvements

The Commission will allocate \$1.6 million of the enhancement funds to Coppin State University to support the university in the construction and renovation of facilities and infrastructure. An independent study of the institution, which was mandated by the OCR Partnership Agreement and published in September 2001, identified an array of operating and facility-related deficiencies. Based on the findings of this study, funds are needed to revitalize the university's academic, financial, information technology, and student support systems. In addition, new construction and facility rehabilitation are required to eliminate current deficiencies, provide safe, efficient, state-of-the art facilities and to provide sufficient space for expansion. The enhancement funds will be used to complete pre-design services for the construction and renovation of new facilities and to purchase facility and security equipment.

The remaining \$4 million will be allocated to Coppin State University, Bowie State University, the University of Maryland Eastern Shore and Morgan State University based on the following methodology:

- Equal distribution (50 percent of the remaining funds);
- Funding guideline attainment (25 percent of the remaining funds) and;
- Proportion of full-time equivalent (FTE) students enrolled at each institution (25 percent of the remaining funds).

This methodology is consistent with the method used to distribute the fiscal 2004 enhancement funds. Furthermore, to ensure that the enhancement funds are used appropriately, distribution of the fiscal 2005 funds is contingent upon the Commission's review of each institution's annual

report of how the HBIs spent the enhancement funds from the prior year. This report is due to the Commission by September 1, 2004.

The proposed allocation recognizes the enhancement of Coppin State University as a top priority under the OCR Partnership Agreement. In addition, this allocation provides funds based on enhancements that reflect both fixed and variable costs at the HBIs and also considers each institution's relative status of funding based on the funding guidelines. These funds will be used for debt service, to enhance academic programs, admissions and enrollment management, institutional financial aid management, and technology infrastructure. Table I below shows the allocation of the enhancement funds to each institution.

Table I. OCR Enhancement Funds Distribution Proposal: FY 2005

Institution	Debt Service	Fund Coppin's Initiatives	Enhancement Funding	Total Funding	Percent
Bowie State University	\$ -	\$ -	\$ 1,062,755	\$ 1,062,755	18%
Coppin State University	3,089	1,620,000	934,704	2,557,793	43%
UM Eastern Shore	25,889	-	923,993	949,882	16%
Morgan State University	344,281	-	1,085,290	1,429,571	24%
Total	\$ 373,259	\$ 1,620,000	\$ 4,006,741	\$ 6,000,000	100%

At the end of fiscal 2005, each institution is required to submit a report to the Commission that specifically outlines how these funds were spent during the fiscal year. The reports are due September 1, 2005.

APPENDIX A



Prepare for Life

Dr. Calvin W. Lowe
President

June 1, 2004

Dr. Calvin Burnett
Secretary of Higher Education
839 Bestgate Rd. Suite 400
Annapolis, MD 21401-3013

Dear Secretary Burnett:

Please find enclosed the Bowie State University proposal for the use of OCR-FY05 enhancement funds. The funds are allocated to the four areas identified below, Institutional Advancement, Academic Programs, Facilities and Student Services:

Bowie State University

INTRODUCTION

The Partnership Agreement between the State of Maryland and the U.S. Department of Education, Office of Civil Rights (hereafter referred to as Agreement) states that enhancement initiatives for the State's HBCUs "...should be designed to ensure that these institutions provide equal opportunity for a quality education to all students who choose to attend and to enable them to compete for and be attractive to students regardless of race." These initiatives should include "the expanse, functionality, and architectural quality of physical facilities and funding to support students' quality of life." Moreover, another Agreement commitment states that the quality of academic program supports should be comparable to those at the TWIs.

In short, in order to attract, retain, and graduate a diverse group of students, and to accelerate its recruitment and graduation of students in critical demand areas in the State, the University must increase its program capacity in Nursing and Education; maintain instructional faculty, and student support standards for accredited programs; library resources that meet accreditation standards; adequate discipline-specific laboratories for student application and experimentation; resources that support student development in performances and publications (and thereby contribute to the quality of campus life), and adequate support services for beyond the classroom student development and retention. The University's request for funding enhancement is in keeping with the Agreement's commitment to make the "...HBCUs ...comparable and competitive with the TWIs in all facets of their operations and programs...."

Bowie State University request a total of **\$2, 250,000** to enhance the following activities, which are consistent with the above referenced Agreement.

- **Enhancement of External Relations: Increasing Capacity for Fundraising**

Objective I: Increase corporate contributions, as well as alumni and planned giving, by developing the underlying foundation of enhanced external university support that includes increase publication and marketing efforts, public relation consultants, fundraising consultants and promotional activities. **\$300,000**

- **Enhancement of Academic Programming, Support, Capacity and Infrastructure**

Objective I: Establish a Bowie State University Theater presence in Prince George's County by enhancing overall student training and increasing the quality and number of theatrical productions. Thereby increasing opportunities for Theater Arts majors, minors and extra-curricular participants. **\$60,000**

Objective II: In keeping with the significant growth in the Freshman Cohorts, and particularly the growth in nursing majors over the last two years, enhance the Physics Laboratories as well as the Natural Science Laboratories with state-of-the-art equipment to increase their instructional capacity. **\$200,000.**

Objective III: In keeping with the critical shortage of nurses in the State of Maryland, student demand for the new Generic Nursing Program, and NLNAC (National League for Nursing Accrediting Commission) accreditation standards, build the Nursing Department's programming capacity, prepare for October 2004 NLNAC Accreditation Site Visit for the Graduate Nursing Program, and ready the generic program for Maryland Board of Nursing and NLNAC accreditation, (after the graduation of the first generic nursing cohort in Spring 2005) **\$342,000**

Objective IV: In keeping with the critical shortage of certified teachers in Prince George's County and the State of Maryland, continue to build the Department of Teaching, Learning and Professional Development's capacity to more aggressively recruit and accelerate students' time-to-degree. **\$163,037**

Objective V: Build the Library's capacity to meet and maintain print and electronic journals to maintain Middle State Accreditation, NCATE, ACBSP, NLNAC, ABET and CWSE reaffirmation, and initial accreditation applications by other departments. **\$400,000**

Objective VI: In keeping with the University's mission to provide access for a diverse student population with varying levels of academic preparedness while ensuring their acceleration to degree, create a technologically supported paradigm that facilitates filling gaps in the student's entry skill sets in written communication, computation,

and critical analysis and, thereby decrease the number of isolated developmental education experiences. **\$400,000**

Objective VII: In keeping with the University's mission to build a technology niche, support the Department of Computer Science and an interdisciplinary group of students in designing a High Speed Computer Center that would provide the University with the capability of transforming its accessibility and utilization of information technology in all areas of its academic and academic support operations. The creation of this capability is central to the aim of the Agreement to foster and support at the HBCUs high demand programs and operations that are comparable and competitive with the TWIs. **\$225,000**

- **Enhance the Operation of the Division of Student Affairs and Campus Life**

Objective I: Counseling Services: Increase the capacity of Career, Cooperative Education, and International Services to effectively serve international students while ensuring University compliance with Homeland Security and to enhance student employment opportunities, critical to a University with financial aid reliant student population. **\$94,084**

Objective II: Increase the Wellness Center's capacity to provide on-campus student training, development, and seminars and to extend some of these activities to off-campus programs. **\$65,879**

If additional information is needed please do not hesitate to let me know. Thank you.

With best regards,



Calvin W. Lowe

cc: Janice Doyle
Assistant Secretary for Finance Policy

COPPIN STATE UNIVERSITY

OFFICE OF THE PRESIDENT • 410-951-3838

June 3, 2004

Dr. Calvin W. Burnett
Secretary
Maryland Higher Education Commission
839 Bestgate Rd, Ste 400
Annapolis MD 21401-3013

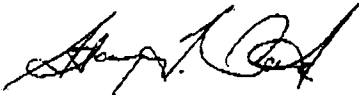
Dear Dr. Burnett:

This is to acknowledge receipt of and thank you for your May 4, 2004 letter requesting an enhancement proposal for Coppin in light of the Maryland General Assembly's approval of \$6 million in enhancement funds for the HBIs for Fiscal 2005. I apologize for the delay in not meeting the June 1 deadline; however, I wanted to provide an opportunity for our new provost to have input into the request.

I am enclosing our proposal in priority order as recommended, as well as the funds needed for each request and our planned objectives.

Again, thank you for this opportunity and for your consideration of our enhancement proposal.

Sincerely,



Stanley F. Battle, Ph.D.
President

gs

Enclosures

c.c. Dr. William E. Kirwan
Dr. Clayton McNeill

**COPPIN STATE UNIVERSITY
MHEC ENHANCEMENT FUNDING REQUEST
FY 2005**

The FY 2005 enhancement fund request by Coppin State University is a continuation of the efforts to effectively implement the recommendations identified in the OCR Study Team report and the University's strategic plan. The September 2001 Office for Civil Rights *Report of the Independent Study Team on the Revitalization of Coppin State College* calls for the advancement of Coppin in a number of ways. Coppin embraced these recommendations and further defines strategies for its advancement in a comprehensive strategic plan, *Coppin State College in the 21st Century: an Emerging Presence*. The request for \$5.045 million in FY 2005 enhancement funds will enable the College to move ahead with those strategies designed to address the historic under funding of capital and operational projects at Coppin. More importantly, the request for \$5.045 million in FY 2005 enhancement funds will enable Coppin to more quickly diversify its resources.

Restructure and strengthen academic programs (\$705,000)

Coppin, as it expands, can enhance its student mix by gradually increasing the number of academically talented students, on-campus residents, non-African-American students, adult students, and students from outside Baltimore, while continuing its strong emphasis on the underserved primarily from the city of Baltimore. To become attractive to a wider array of students, efforts must be initiated to promote programs that help the campus develop its urban niche. Coppin's academic mission has primarily been to educate the human services professionals that make a city run. Baltimore needs a continuing supply of teachers, social workers, nurses, and police officers. Coppin is requesting \$705,000 to restructure and strengthen academic programs in community health, social work, natural sciences, and computer science. Coppin also needs to add niche programs in each of these areas to serve evolving needs of urban communities.

- Expand career choices in information technology, computer science, cyber technology, and security.
- Increase the academic infrastructure needed to accommodate expanded enrollment of the Generic Baccalaureate Nursing Program and to increase the number of graduates in the RN to BSN program.
- Increase the number of programs offered through distance learning.
- Develop comprehensive programs across the disciplines.
- Enhance the University's position in national database of top 50 institutions of higher education that confer degrees to African Americans.

Initiate program activities in the following academic areas:

\$705,000

1. Re-engineer Academic Programs- To enhance instructional support to academic programs to improve the effectiveness of the delivery of instruction. This effort would result in increased academically and professionally qualified instructional support.
2. Enhance Library Resources- To enhance the research and instructional resources available for faculty and students. This would lead to improved teaching, research and services.
3. Enhance Graduate and Undergraduate Communication Tools- To develop new and enhance existing communication tools to improve the effectiveness of operations of academic programs. The re-organization will lead to improved effectiveness and efficiency by eliminating low productivity programs, introducing new program formats and re-designing existing programs. Relevant communication tools are needed to reflect these changes.
4. Re-engineer Summer School and Non-traditional Program Offerings- To enhance programs offerings for traditional and non-traditional students. This would include summer, evening, weekend, on-line, off-campus locations, early bird sessions, etc.

Enhance student success (\$1,035,000)

It is imperative that Coppin continue to meet its enrollment projections over the next ten years. Funding guidelines for the institution are based on the premise that it will aggressively grow its student enrollment. The *OCR Report on the Revitalization of Coppin State College* recommends that the enrollment grow to 3,748 FTE by 2011. The Report further recommends that the State increase operational funding for Coppin so that it can fully implement the recommendations found in the Noel-Levitz (2001) enrollment and financial aid study. The request for \$1,035,000 is needed so that the University can begin to fully implement the recommendations found in the 2001 Noel-Levitz enrollment and financial aid study.

- Fully implement the recommendations found in the recent Noel-Levitz enrollment and financial-aid study.
- Increase the enrollment from 4000 to 5000 students within ten years ensuring that the growth is related to increased retention efforts, academic and facility plans.
- Promote the multicultural nature of Maryland by enhancing diversity of the undergraduate student population based upon gender, race, age, and national origin.
- Diversify the undergraduate student mix by increasing the number of academically talented students, students living on-campus, eligible transfer students, adult learners, and students from other regions of Maryland and the nation looking for an urban educational experience.

Enrollment Services (Noel-Levitz Recommendations)

\$470,000

- Develop and reprint publications for Admissions
- Expand Admissions office to increase efficiency and services
- Acquisition of a One Card System for total campus services and security
- Acquisition of banners and display units for College fairs
- Complete phase II of the document retrieval system to improve efficiency of operation in the following offices:

Financial Aid
 Records
 Admission
 Advisement
 Student Accounts Dept.

Publications/Media (Noel-Levitz Recommendation)	<u>\$565,000</u>
-Printing of second half of departmental brochures	
-Develop and implement a media campaign for parents and prospects	
-Develop and implement phase II of Professional Services in Media Imaging	
-Engage consultant services in development of federal grant relations	

Construct and renovate facilities and infrastructure (\$1.62 million)

The construction of new buildings addresses the growing campus population and an enhanced mission for the institution. It also signifies the first time in over 20 years that there have been new buildings constructed on the campus. Timely infusion of capital funds and projects completion will positively affect Coppin's mission and its future ability to expand academic offerings, student support services and generally, a revitalized, more competitive presence for the University in the 21st century. However, before the institution moves forward with facility design, it needs to complete pre-design services required by state agencies in order to provide critical documentation for construction activities. The University completed a new and updated Facilities Master Plan¹, approved by the Board of Regents in July 2002. Now Coppin needs to complete facility programs for each capital project (buildings, site, and utilities). Once these steps have been documented, project design can begin. These tasks are not generally funded as part of the state's appropriation for capital projects. Therefore, additional funds (\$750,000) in the operating budget are required to cover these essential pre-design services², and to cover the effort to continually maintain and update the results when they have been completed (i.e. facilities inventory and corresponding drawings, space utilization data, and facilities condition assessment).

- Continue to solicit funds to engage the pre-design services required by state agencies in order to provide requisite documentation for construction activities.

Capital Projects Pre-design Services	<u>\$750,000</u>
-Programming, document, surveys, condition reports, appraisals, environmental studies testing, land acquisition, demolition, project studies, utilities reports, etc.	
-Purchase and Install security gates for campus parking lots, security code blue call boxes, surveillance equipment to monitor internal and external campus facilities	<u>\$300,000</u>

Coppin State University students deserve all of the opportunities and advantages accorded other students in higher education in the State of Maryland. A vibrant, active, and enhanced student life program can

¹ This effort includes correlating facilities development with planned program growth or change, identifying desired types of facilities, etc.)

² In FY2004 the Capital Projects pre-design services budget needs currently exceed \$2 millions dollars.

begin to address past inequities and contribute to increased success among Coppin students. The educational experience is not complete without the services and programs designed to complement the academic mission. Moreover, the personal and academic challenges with which many CSU students enter require services and support that have traditionally extended beyond the classroom. Funds (\$1,050,000) are requested to further enhance student life at Coppin.

- Purchase vehicles to transport students and student organizations to off-campus co-curricular activities.
- Construct outdoor facilities to address the needs of physical education, athletics, recreation, and intramural activities.
- Continue to solicit funding to begin successful implementation of critical projects to integrate academic and student services strategic needs and priorities with physical resources in a timely fashion.
- Renovate auditorium to support theater department and studios, performance areas and other instructional spaces that do not now comply with the American with Disabilities Act.
- Purchase cutting edge equipment for science laboratories to prepare students for the workforce and for graduate school.

Facility & Security Equipment (Revitalization Study & Strategic Plan)

\$570,000

- Acquisition of lab equipment for Academic Resource Center
- Acquisition of vans and Police electric powered vehicles
- Acquisition of light, sound, stage and program equipment for the auditorium and the department of Fine Arts and Communications (Phase II)
- Acquisition of equipment for the Coppin Center and Intramurals Programs

Leverage information technology (\$400,000)

Coppin expects to maximize its resources and improve the efficiency of its business processes by leveraging the usage of information technology. In order to upgrade its antiquated, unintegrated, unscalable financial, student services, and human resources computing systems to a web centric user friendly information system, Coppin adopted the PeopleSoft software systems for all its mission critical information systems. The University is committed to the implementation of the PeopleSoft Enterprise Resource Planning system, Contributory Relation system, Customer Relation system, the Data Warehouse system, and PeopleSoft Portal Technology. The implementing, maintenance and support of PeopleSoft systems represent a great financial challenge to the institution. Accordingly, Coppin is requesting \$400,000 to enable successful implementation of these systems.

- Upgrade current student/administrative computing system(s) (PeopleSoft implementation).

- Utilize industry best practices to improve business processes and to provide access to information for students, faculty, and staff.

Implementation of PeopleSoft (Revitalization Study)

\$400,000

- Funds for licenses, consultant services, equipment and to back-fill staff positions serving on implementation teams

Diversify funding sources (\$225,000)

Coppin intends to increase its external fundraising as a means to diversifying its revenue streams and providing additional non-state resources. In order to develop fundraising campaign strategies and an alumni database we will need \$225,000. This initial investment will allow the institution to more effectively target outreach to its alumni, asking those alumni who may have never been contacted or have not been contacted recently for support. The database will also allow the University to keep its alumni apprised of the many outstanding achievements of their peers and the students currently enrolled at Coppin. In general, an improved alumni database will enable the institution to enhance both its fundraising capability and its ability to increase grants awards like Title III, where data on alumni enrolled in graduate school, etc., are key to the formula used for determining the amount of awards. The consultants will aid the university in developing organizational structure to engage in a major fundraising campaign.

- Diversify Coppin's sources of revenue by adding to the operating budget in the Division of Institutional Advancement to enhance its fundraising capability and its ability to secure grants and contracts.

Institutional Advancement (Marts & Lundy, Inc.'s Recommendation)

\$225,000

- Consultants to assist in development of fundraising campaign strategic
- Implement phase II of the alumni database development

Strengthen Financial Operations (\$1,060,000)

Coppin can develop a strong financial base with strategic assistance from the State. The OCR Study Team indicated that this might involve financial assistance outside of the current funding guidelines. The Team pointed out that the debt level at the institution was a major concern for future development of needed services and projects. The report recommendations indicated that the State should provide General funds for auxiliary projects and assume 75% of current residence halls debt. This initial investment in debt service relief and revenue generating activities can serve as the beginning steps creating an improved financial operation for the future.

1. Reduce debt service commitments from institutional efficiency improvements
2. Provide cable services to students by reducing cable equipment acquisition cost
3. Develop site and support services for campus child care facility
4. Consultant services and support for operational processes in administration and finance areas

Conclusion

The request for \$5.045 million in enhancement funding proposed here will enable Coppin to strengthen existing and add academic program offerings; enhance and improve student life programs; complete needed capital projects; leverage technology for more efficient administrative and student services; and diversify funding sources – all of which will aid the University's strive for excellence over the next five years. Finally, the receipt of \$5.045 million in enhancement funds should significantly reduce the current discrepancy in resources between Coppin and its performance peer institutions.

“There can be no doubt that Coppin State College is an important institution – one that is vital to the University System and serves the interests of the State of Maryland and the City of Baltimore. More important, perhaps, is the fact that the College serves the interests of its community. The students of Coppin are not only in need of the enhancements described in this [request], but they are also deserving of them. Whether Coppin becomes the model of urban college education that it has the potential to be depends largely upon persistence of vision and commitment. Now, it is time for the state to provide the resources that will allow Coppin State College to continue – and expand – the work it has done throughout its history.”

(September 2001 OCR Report of the Independent Study Team on the Revitalization of Coppin State College)



UNIVERSITY OF MARYLAND EASTERN SHORE

OFFICE OF THE PRESIDENT

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June 1, 2004

Dr. Calvin Burnette
Secretary of Higher Education
Maryland Higher Education Commission
839 Bestgate Road, Suite 400
Annapolis, Maryland 21404-3013

Dear Secretary Burnette:

Please find enclosed the FY 2005 Proposed Enhancement Plan relative to the Office of Civil Rights (OCR) agreement. Recognizing that only one-time expenditures are allowed, we have proposed non-personnel type expenditures that will enhance the educational and support services at the University of Maryland Eastern Shore (UMES). Again this year, a major emphasis has been placed on academic program enhancements and technology enhancements. Admission and Enrollment Management activities are also included. The Marts and Lundy, Inc. study made several recommendations relative to the creation and implementation of an institutional advancement directorate. The directorate was created during these austere fiscal times through the reallocation of existing resources. However, operating support is needed to generate those revenue sources that would provide perpetual funds to support the University's operating budget. A request is also made for operational support for opening of a new academic classroom facility.

Upon your review of this request, please feel free to contact me or Dr. Ronnie E. Holden, Vice President for Administrative Affairs, for additional information or clarification.

Sincerely,

A handwritten signature in cursive script, reading "Thelma B. Thompson".

Thelma B. Thompson, Ph.D.
President

Enclosure

cc: Dr. William Kirwan

**University of Maryland Eastern Shore
FY 2005 Office of Civil Rights Enhancement Proposal**

The University of Maryland Eastern Shore (UMES) has identified five major categories for institutional enhancement activities. These five categories are academic program enhancement, technology infrastructure enhancement, admission and enrollment management, institutional advancement and operational support for new academic facility. Recognizing that the limitation of this request is for one-time operating expenditures only, we have optimized the requested allocation primarily to those items that have the most direct enhancement impact on the education of students. Please find detailed below a prioritized enhancement plan:

PRIORITY I ACADEMIC PROGRAM ENHANCEMENT

\$950,000

The Division of Academic Affairs requests OCR funds to enhance instruction at both the graduate and undergraduate levels, strengthen the infrastructure for research, and support the development of faculty. Specifically, funds are requested to strengthen the Department of Natural Sciences' instructional infrastructure for physics and biology; provide bio-security for science laboratories and the university farm; prepare the business, management and accounting program and the computer science and engineering programs for accreditation; provide instructional software for the computer science, engineering, aviation, technology, and hotel and restaurant management programs; advertise and market graduate programs through print and electronic media; and increase library holdings, especially for the doctoral programs in organizational leadership and educational leadership.

A significant support deficiency has been realized in several academic programs. Equipment, library books, periodicals and other print media will be procured to support most academic programs with particular emphasis on the undergraduate programs in Business, Management and Accounting, Physician Assistant, Math and Computer Science, Aviation Science, Exercise Science and Education; the masters programs in Criminal Justice and Rehabilitation Services; and the doctoral programs in Food Science and Organizational Leadership. Faculty development and retooling is also a focus that will continue to be addressed. There are three academic programs that will be reviewed for accreditation in FY 2005/2006. The department of Business, Management and Accounting will be reviewed by AACSB, the department of Math and Computer Science and ABET accreditation for the UMES/UMCP Engineering Program will be reviewed for accreditation. Having received provisional NCATE accreditation, funds will be used to maintain requirements. In an effort to enhance quality perceptions, accreditation should be sought over the next five years for all major academic programs. Publications, consultants and other support services will be needed to support this activity.

The allocation of these funds would enable UMES students to obtain increased exposure to the current information in their respective fields of study thereby enhancing their competitiveness in the global employment market.

PRIORITY II – TECHNOLOGY INFRASTRUCTURE ENHANCEMENT**\$1,444,700**

UMES has recently completed the first phase of transitioning its student information system to PeopleSoft Student Administration. As a result of recent budget cuts, the University is also looking to use enhancements in technology to help improve the efficiency and effectiveness of its operations. The pain of staff reductions can be eased by implementing tools to support the efforts of remaining staff members. In addition, additional technology enhancements will improve access to technology for students and faculty in the classroom. To this end, UMES is proposing to use the funds in a manner that will boost the campus' technology infrastructure to accommodate the expected increase in student, staff and faculty usage, PeopleSoft Implementation, Community Awareness, and Network Security. Each of these components is intimately tied to the success of the academic programs.

INFORMATION TECHNOLOGY UPGRADES

UMES continues to try to minimize the effects of the digital divide. To this end, there will be a significant increase in the number of students using the campus wired and wireless networks. A number of data, video, and voice network enhancements will be required in order to improve the University's ability to attract academically talented students to the campus and to retain those who have already enrolled. The constant increase in usage of the campus network will require the University to improve its network and data security. The following resources are needed to improve access to the university network, enhance the university's ability to monitor network resources, and to provide redundancy for vital systems to maintain data integrity.

Faculty Computer Upgrades (170)	\$340,000
Smart Classrooms (20)	\$120,000
Server Upgrades (4)	\$24,000
SAN expansion	\$20,000
Lab computer upgrades (60)	\$120,000
Lab printers	\$7,200
Campus wide printer solution	\$167,500
Help Desk Software upgrade	\$7,500
Broadcast Studio Equipment	\$55,000
Backup Tapes	\$10,000
Fiber retermination	\$7,500
BindView	\$30,000
Satellite Upgrade	\$30,000
AIMWorks for Phone Switch Management	<u>\$106,000</u>

Total Information Technology Upgrades**\$1,044,700****PEOPLESOFT IMPLEMENTATION (PORTAL)**

UMES participated in the PeopleSoft implementation with other USM institutions. This collaborative effort has substantially reduced the total implementation cost of the new student information system. The new Student Information System includes modules that provide tools to help improve the recruitment and retention of students, to streamline admissions processes, and to enhance faculty and student interactions (e.g., access to grades and advisement resources). The

next phase of the project is to implement the portal that will further improve student and faculty access to data and services.

Consultants, equipment purchase, software contracts \$400,000

PRIORITY III – ADMISSIONS AND ENROLLMENT MANAGEMENT \$400,000

Although there is a need for human resources in both the undergraduate and graduate admissions and enrollment management areas, there is also a significant operational support need in the area of recruitment materials, publications, audiovisual presentations, travel and other related costs. An electronically automated record storage and retrieval systems is also requested to enable UMES to effectively and efficiently process and store student and other information that requires a file to be maintained for a significant period of time.

This effort would enable the University to recruit targeted students and provide the appropriate allocation to campus resources. The record storage and archival system would ensure the safety and availability of information maintained by the University.

PRIORITY IV – INSTITUTIONAL ADVANCEMENT \$185,000

The University of Maryland Eastern Shore established a campus Institutional Advancement division as recommended by the Maryland Higher Education Commission's contracted Marts & Lundy, Inc. study. Funds would be allocated to support solicitation efforts, publications, potential donor research reports, audiovisual presentations, development consultancy, and other institutional advancement efforts.

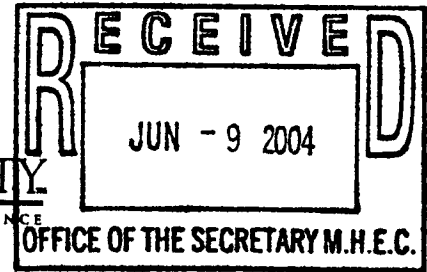
This activity would enable the University to enhance its development initiatives. It would also assist in identifying potential donors and securing contributions, particularly endowment, and other ongoing revenue generating, as well as, one-time gifts.

PRIORITY V – OPERATIONAL SUPPORT \$450,000

The University of Maryland Eastern Shore will complete the construction of a new 113,265 GSF/68,475 NASF Social Science, Education and Health Sciences building. This project will provide classrooms, laboratories, faculty offices and supported spaces in a state-of-the-art facility. It will accommodate the academic programs in physical therapy, physician assistant, rehabilitative services, counseling and teacher education, sociology, criminal justice and the offices of two deans. This building will provide general classroom spaces to be shared with other academic programs on the campus.

Due to the difficult fiscal constraints with the campus operating budget, funds are being requested to provide less than fifteen-year life equipment and to support the initial set up and operation of this facility.

TOTAL OFFICE OF CIVIL RIGHTS ENHANCEMENT PROPOSAL \$3,429,700



Office of the President
June 7, 2005

Secretary Calvin Burnett
Maryland Higher Education Commission
839 Bestgate Road, Suite 400
Annapolis, MD 21401-3013

Dear Secretary Burnett:

I am responding to your recent letter dated May 4, 2004 advising the University of \$6 million of funding included in the State's FY 2005 Operating Budget for the enhancement of Maryland's historically black colleges and universities (HBCU). To assist in determining the allocation of this funding, the Commission has requested that the University submit an enhancement request for one-time expenditures.

Morgan State University is most appreciative of the State's assistance in working to accelerate its continued advancement.

Provided below, in priority order, is a summary of the University's FY 2005 enhancement request:

1. **Boiler Plant Project**
Reimbursement for principal and interest payments \$342,531
2. **Network upgrade**
Payoff outstanding cost of installation of a reliable network backbone \$793,949
3. **Software Implementation**
Purchase, consulting and training costs \$873,000
4. **Equipment for New Facility**
Operating equipment for Richard N. Dixon Research Facility \$448,000
4. **Instructional Equipment**
Replacement of obsolete and worn out equipment \$4,150,000
- TOTAL REQUEST** \$6,207,480

I realize this request is more than can be allocated to Morgan for FY 2005. The portion that cannot be funded will be incorporated in subsequent requests.

Provided on the following pages is additional information on each requested item.

Boiler Plant Project (\$342,531)

Morgan was required to issue academic revenue bonds for the renovation of its boiler plant with the understanding that it would be reimbursed principal and interest payments for the full 20-year term of repayment period. It issued \$4.4 million of bonds on January 9, 2002. The payments for FY 2005 total \$342,531.

Network Upgrade (\$793,949)

The University had to move forward with the installation of a reliable backbone and voice system upgrade since the previous system was very unreliable and was not able to support future growth. Although essential, the cost has severely taxed the University's operations, particularly during a period of declining State support. Of the \$4.4 million one-time cost, the University expended \$2.2 million of its dwindling fund balance. The balance (\$2.2) was financed. For fiscal years 2003 and 2004, \$1,406,051 of enhancement funding was utilized to reduce the outstanding loan. An additional \$793,949 is requested to ensure that this loan will be paid off so that the currently encumbered base budget resources for loan payments can be returned in support of the academic programs.

Banner Software Implementation (\$873,000)

The current administrative information services software system, in various versions, has served the University for the past 18 years. The University's academic, administrative and student support functions can, however, be much more effective, once a more up-to-date user-friendly information processing system is purchased and appropriately implemented at the University. Due to the importance of the institution's ability to continue to provide competitive support services, it has contracted for the purchase and implementation of a Banner administrative software system. The University has built into its base budget the license fee and added recurring maintenance cost of this system. The one-time consulting, training, and release time costs to implement this new system total \$1,671,000. The University is requesting \$873,000 toward the cost of this essential enhancement.

Equipment for New Facility (\$448,000)

The construction of the new Richard N. Dixon Science Research Facility and Greenhouse was completed this past Fall. Several years ago, the University had identified the need for \$798,000 of operating equipment requirements in support of this facility. Due to the fact that the University, as well as higher education overall, has had to address State support reductions, it has not been able to identify funding to purchase this much needed equipment. The University was able to allocate \$350,000 of enhancement funding toward this need in FY 2004 and hopes that it will be able to purchase the remainder of the equipment in FY 2005 to enable the facility to be fully functional.

Instructional Equipment (\$4,150,000)


Over the last 15 years, the University has been striving to upgrade its facilities to bring them on par with mainstream institutions. Consistent with this effort, the State has made substantial capital investments to achieve that goal. Because computerized instructional and laboratory equipment have less than a 15 year life, this essential equipment must be funded from the University's operating budget versus bond funds. As the University continues to struggle to find funds to equip new facilities that will be coming on line, it has been most difficult to identify funding to replace obsolete and worn out equipment purchased over a decade ago. It is essential that the University maintain, the best it can, updated instructional equipment so that it can continue to build upon its recent successes. Therefore, to maintain its forward momentum, the University must begin to replace a portion of the computing related equipment for the following buildings.

Building	Disciplines	Age	Request
Science Complex	Biology, Chemistry, Computer Science, Engineering Physics, Mathematics, Medical Technology, and Physics	16	\$2,150,000
Mitchell Engineering	Civil, Electrical, Industrial	14	\$1,200,000
Hurt Gymnasium	Physical Education	13	\$200,000
Holmes Hall	Economics, English, History, Philosophy, Political Science, Psychology, and Sociology	11	\$600,000
TOTAL			\$4,150,000

We look forward to your response with respect to the amount of enhancement funds that will be available to Morgan State University in FY 2005 in support of the aforementioned needs.

Please feel free to contact me or Abraham Moore, Vice President for Finance and Management, at (443) 885-3144, should you require additional information.

Sincerely,


Earl S. Richardson
President

Cc: The Honorable Ulysses Currie, The Honorable Patrick J. Hogan,
The Honorable Norman Conway, The Honorable James E. Proctor, Mr. Abraham Moore

